UNITED STATES OF AMERICA
POSTAL REGULATORY COMMISSION
WASHINGTON, DC 20268-0001

Annual Compliance Review, 2021   Docket No. ACR2021

CHAIRMAN'S INFORMATION REQUEST NO. 25

(Issued March 18, 2022)

To clarify the Postal Service's FY 2021 Annual Performance Report (*FY 2021 Report*) and FY 2022 Annual Performance Plan (*FY 2022 Plan*),[1] the Postal Service is requested to provide written responses to the following requests. Answers should be provided to individual requests as soon as they are developed, but no later than March 25, 2022.

High-Quality Service

1.   The Postal Service states that in FY 2021 it experienced significant challenges due to natural disasters and weather events and that "[i]n some cases, these events impacted postal suppliers and led to reduced on-time service performance." *FY 2021 Annual Report* at 35. The Postal Service has also referred the Commission to its industry alert archive, which collects industry alerts, or near real-time notices concerning service disruptions due to natural disasters and weather events, from prior fiscal years.[2] Please identify the top 10 natural disasters and/or weather events that the Postal Service asserts had the most impact on High-Quality Service results in FY 2021. Please identify the

---

[1] The *FY 2021 Report* and *FY 2022 Plan* are included in the Postal Service's FY 2021 *Annual Report to Congress*, which the Postal Service filed with the FY 2021 *Annual Compliance Report*. *See* Library Reference USPS-FY21-17, December 29, 2021, folder "USPS-FY21-17," folder "FY21.17.Annual.Report," file "FY 2021 Annual Report to Congress.pdf" (*FY 2021 Annual Report*).

[2] Revised Response of the United States Postal Service to Question 19.b of Chairman's Information Request No. 1 -- Errata, March 14, 2022, question 19.b.i.-ii.

event, the timing, and the affected geographic area. The answer may be provided in a format similar to the response to Chairman's Information Request (CHIR) No. 10, question 5.b.i. in Docket No. ACR2020.[3]

Excellent Customer Experience

2.   In the Preface for Library Reference USPS-FY21-38, the Postal Service states that the total number of Point of Sale (POS) surveys in FY 2021 was 2,267,256.[4] By contrast, the summary of response counts lists the total number of POS survey responses as 2,292,039.[5] Please reconcile this discrepancy and confirm the total number of POS survey responses in FY 2021.

Safe Workplace and Engaged Workforce

3.   Please provide the total number of motor vehicle and non-motor vehicle accidents for FYs 2018 through 2021.

Fiscal Year	Motor Vehicle Accidents	Non-Motor Vehicle Accidents	Total Number of Accidents
2018			
2019			
2020			
2021			

4.   The Postal Service states it met the FY 2021 Total Accident Rate target by "continuing the Safety Intervention and Recognition Program that tracked district level performance each month." *FY 2021 Annual Report* at 42.

       a.   Please describe the Safety Intervention and Recognition Program.

       b.   Please explain how the Safety Intervention and Recognition Program tracked district level performance each month.

---

[3] *See* Docket No. ACR2020, Responses of the United States Postal Service to Questions 1-6 of Chairman's Information Request No. 10, February 11, 2021, question 5.b.i.

[4] Library Reference USPS-FY21-38, December 29, 2021, folder "USPS-FY21-38," PDF file "USPS-FY21-38 Preface.pdf," at 5 (Preface).

[5] Library Reference USPS-FY21-38, folder "USPS-FY21-38," Excel file "CX_Question_Response_Counts_FY21.xlsx," tab "POS," cell A1.

c.   Please explain how the Safety Intervention and Recognition Program helped the Postal Service meet the FY 2021 Total Accident Rate target.

5.   Please explain how the organizational restructuring of field operations implemented in FY 2021 helped the Postal Service "better target poor performance and develop strategies for accident reduction for Retail and Delivery and Logistics and Processing." *Id.*

6.   The Postal Service states that it realigned safety functions into a single Occupational Safety and Health team that "allowed the Postal Service to provide more data analysis tools and refine existing tools", as well as "visualiz[e] accident data, injury compensation claims and costs into a single scorecard." *Id.*

a.   Please describe each new and existing data analysis tool related to workplace safety.

b.   Please explain how data analysis tools were able to "visualiz[e] accident data, injury compensation claims and costs into a single scorecard." *Id.*

7.   In FY 2022, the Safety and Health Management Tool will be available for field use to "provide[] insight into the safety culture in postal facilities and track[] hazards, inspection findings, and accident investigations. Reports provide trends and forecasts so that actions can be taken before accidents occur." *Id.*

a.   Please describe the Safety and Health Management Tool.

b.   Please explain how the Safety and Health Management Tool will be used by field personnel in FY 2022 to "provide[] insight into postal facility safety culture and track[] hazards, inspection findings, and accident investigations." *Id.*

c.   Please explain how the Safety and Health Management Tool generates reports that "provide trends and forecasts so that actions can be taken before accidents occur." *Id.*

8.   The Postal Service also states it designed an Occupational Safety and Health Scorecard that "allows field leadership to track the costs and impacts of each accident and documents efforts to return injured workers to suitable employment as early as possible." *Id.*

   a.   Please describe the Occupational Safety and Health Scorecard.

   b.   Please explain how the Occupational Safety and Health Scorecard "allows field leadership to track the costs and impacts of each accident and documents efforts to return injured workers to suitable employment as early as possible." *Id.*

9.   In FY 2021, the Postal Service measured employee engagement using the Postal Pulse survey. *Id.* at 43. Please provide a copy of the Postal Pulse survey administered in FY 2021.

10.   In a CHIR response, the Postal Service explained that it calculated the Engagement Survey Response Rate "by dividing the number of employees who responded to at least one question on the Postal Pulse Survey by the total number of employees."[6] Please provide the steps for calculating the FY 2021 Survey Response Rate of 25 percent. *See* Response to CHIR No. 4, question 1.a.

11.   In its reply comments, the Postal Service states that "[g]iven the size of the Postal Service's organization, an employee survey response rate between 5 percent-30 percent is typical."[7]

   a.   Please explain in detail how an employee survey response rate between 5 to 30 percent is typical of an organization the size of the Postal Service. In the response, please cite to sources or provide analyses supporting this assertion.

---

[6] Responses of the United States Postal Service to Questions 1-3 of Chairman's Information Request No. 4, January 28, 2022, question 1.a. (Response to CHIR No. 4).

[7] Reply Comments of the United States Postal Service, March 15, 2022, at 8.

b.   If available, please identify employee survey response rates of organizations similar in size to the Postal Service.

12.   In a CHIR response, the Postal Service explains that "[t]he Grand Mean Engagement Score is derived from the average of ratings for survey items Q01-Q12 provided by Postal Pulse Survey respondents." Response to CHIR No. 4, question 1.a. Please provide the steps for calculating the FY 2021 Grand Mean Engagement Score of 3.36. *See FY 2021 Annual Report* at 44.

13.   Please provide a table listing the FY 2021 mean scores for each item on the Postal Pulse survey (including Item 0 on overall satisfaction).

14.   The Postal Service states that analyzing postal data shows that the Grand Mean Engagement Score "correlate[s] significantly with a variety of key performance metrics, such as improved productivity, improved customer satisfaction, and reduced leave usage, accidents, and injuries." *Id.* Please describe in detail how the Grand Mean Engagement Score correlates to each of these performance metrics.

Financial Health

15.   In the *FY 2021 Annual Report*, the FY 2018 Controllable Income (Loss) result is listed as $(0.81) billion. *Id.* at 33. By contrast, the *FY 2018 Annual Report to Congress* lists the FY 2018 result as $(1.95) billion.[8] Please reconcile the discrepancy and confirm the FY 2018 Controllable Income (Loss) result.

By the Chairman.

Michael Kubayanda

---

[8] Docket No. ACR2018, Library Reference USPS-FY18-17, December 28, 2018, PDF file "USPS.FY18.17_Annual Report to Congress.pdf."